

Corporate tax planning and management

Month 1 – Unit 1: Basics of Corporate Tax

Focus: Meaning of tax, tax evasion, tax avoidance, tax planning, tax management, need, precautions and limitations; tax planning for new business (location, nature and form of organisation).

- Weeks 1–2: Explain concepts with short notes and numerical illustrations where relevant; class discussion on differences between tax evasion, avoidance and planning.
- Weeks 3–4: Case studies on tax planning for new business (company vs partnership, location in different states, etc.); assign group presentations.

Assessment:

Assignment on designing a simple tax-planning strategy for a hypothetical new company.

Month 2 – Unit 2: Special Provisions and Amalgamations

Focus: Tax provisions for free trade zones, infrastructure sector and backward areas; meaning and types of amalgamation; tax incentives to amalgamating and amalgamated companies and their shareholders; tax planning in amalgamation.

- Weeks 1–2: Lecture with charts on special deductions/benefits for FTZ, infrastructure and backward areas; practical illustrations.
- Weeks 3–4: Explain legal meaning and types of amalgamation and related tax incentives; solve practical problems on tax planning in amalgamation.

Assessment:

Test covering full Unit.

Month 3 – Unit 3: Tax Planning and Financial Decisions I

Focus: Tax planning and financial management decisions relating to capital structure, dividend policy, inter-corporate dividends, bonus shares and debentures, own vs lease decisions, managerial remuneration.

- Weeks 1–2: Link capital structure and cost of capital with tax-deductible interest; problems comparing debt–equity options.
- Weeks 3–4: Dividend policy, inter-corporate dividends, bonus shares/debentures and their tax treatment; tax planning in own vs lease and managerial remuneration with illustrations.

Assessment:

Problem-based class test on capital-structure-related tax planning.

Month 4 – Unit 4: Tax Planning and Financial Decisions II + Revision

Focus: Tax planning for sale of assets used for scientific research; make-or-buy, repair vs replace, renewal/renovation; shut down vs continue; export and domestic/foreign market decisions (tax incentives to exporters).

- Weeks 1–2: Numerical and case problems on sale of research assets, make-or-buy, repair/replace, renewal/renovation decisions with tax impact.
- Weeks 3: Tax incentives to exporters and choice of domestic vs foreign market; integrate all four units through comprehensive problems.
- Week 4: Full revision of all units using previous question papers and mock tests.

Assessment:

test covering whole unit.

Marketing of financial services

Month 1 – Unit 1: Role and Environment

- Explain meaning, nature and characteristics of financial services and their role in economic development.
- Discuss changing environment: deregulation, technology, globalization and competition in financial services.
- Analyse financial services consumers: needs, motives, risk attitudes, and factors influencing behaviour.

Assessment:

- Class test with short and long answer questions on role, characteristics and environment.

Month 2 – Unit 2: Marketing Environment & Marketplace

- Analyse marketing environment for financial services: micro and macro forces, regulatory framework in India.
- Develop marketing strategies using segmentation, targeting, positioning and 7Ps for financial services.
- Explain structures, products and participants in financial services marketplace (banks, NBFCs, mutual funds, insurance, etc.).

Assessment :

- Group presentation on STP and marketing mix for a chosen financial institution.

Month 3 – Unit 3: Financial Services Mix & Service Quality

- Detail explanation on financial services product strategy, product life cycle and innovation in services.
- Explanation on advertising, promotion, public relations and digital tools used in marketing financial services.

- Discussion on pricing, distribution channels, customer care and dimensions of service quality in financial services.

Assessment:

- Written test including MCQs and descriptive questions on marketing mix decisions.

Month 4 – Unit 4: Banking, Insurance and Other Services

- Examine marketing of banking and insurance services, including product bundles and relationship marketing.
- Discussion on marketing of building society/ housing finance, mutual funds, unit trusts and other investment products.
- Analysis marketing of fee-based and fund-based services such as leasing, venture capital, factoring and merchant banking.

Assessment:

- Case-study analysis on comparative marketing strategies of a bank and an insurance company.

Organisational Change and Development

Month 1 – Unit 1: Organisational Change

Focus: Concepts, nature, types, models, Lewin's three-step model, force-field analysis, planning change, resistance to change, individual and organisational factors.

- Weeks 1–2: Lecture plus class discussion on concept, nature, types and models of change; explain Lewin's model and force-field analysis with short numerical or diagrammatic exercises.
- Week 3: Explain theories of planned change, change process, job redesign, socio-technical systems; use a short case on change programmes.
- Week 4: presentations by students on resistance to change (individual vs organisational).

Month 2 – Unit 2: Organisational Development Basics

Focus: Concept, importance, characteristics, process; role of top management and OD practitioners; values and phases of OD.

- Week 5: Lecture on concept, assumptions and importance of OD; compare OD with general change management using examples.
- Week 6: Discuss OD process and phases; draw process flowcharts in class and solve a short case to identify each phase.
- Week 7: Explain role of top management and OD consultant; conduct role-play of OD consultant–client meeting.
- Week 8: presentation by students.

Month 3 – Unit 3: OD Interventions

Focus: Overview of OD interventions, action research, team-building, human-process interventions (T-group, sensitivity training, process consultation), coaching and mentoring, structural and technological interventions, strategy interventions, QWL, QC, Grid OD, restructuring, reengineering, employee involvement.

- Weeks 9–10: Lecture on action research model and broad types of OD interventions; group activity to design an action research cycle for a simple problem.
- Week 11: Lectures on human-process and team-building interventions (T-group, sensitivity training, process consultation, coaching, mentoring);
- Week 12: Teaching of structural, technological, and strategic interventions (QWL, quality circles, Grid OD, restructuring, reengineering, employee involvement);

Assessment: Test on action research model.

Month 4 – Unit 4: Trends, Issues and Assessment

Focus: Trends, issues and challenges in OD; elements responsible for success and failure; OD in global context; case studies of OD efforts.

- Week 13: Discuss emerging trends (learning organisations, appreciative inquiry, large-scale change) and challenges such as culture, ethics, and sustainability.
- Week 14: Analyse factors leading to success or failure of OD programmes; students prepare checklists for evaluating OD efforts.
- Week 15: Student group presentations on international OD cases (each group presents one case from a different country or sector); peer and teacher evaluation.
- Week 16: Comprehensive revision of all four units through problem-based questions.

Advanced cost accounting

Unit 1 –

- Week 1: Introduction to inventory systems; objectives; turnover of material; ABC and VED analysis with numerical illustrations.
- Week 2: JIT – aims, objectives, methodology, impact on production price and costing system; zero-inventory system.
- Week 3: Material Requirement Planning (MRP-I) – aims, methodology, link with inventory and operations.
- Week 4: Revision tutorials, problem sheets, case study on JIT/MRP;

assessment: test and one short assignment on inventory policy.

Unit 2 –

- Week 1: Evolution and essential elements of MRP II; difference between MRP-I and MRP-II; introduction to ERP.
- Week 2: ERP modules relevant to cost accounting; lean accounting principles and elimination of non-value-added activities.
- Week 3: Back-flush costing – meaning, conditions for adoption in JIT, variants and accounting treatment of variances.
- Week 4: Problem-solving workshop on backflush entries and variance disposition;

assessment: written test plus group presentation on an ERP/lean case.

Unit 3 –

- Week 1: Basic process-costing format; normal and abnormal loss/gain; work-in-progress treatment.
- Week 2: Inter-process profits; joint products and by-products; methods of apportioning joint costs.
- Week 3: Concept, scope and need of uniform costing; inter-firm comparison – objectives, requirements of a comparison scheme, types of comparison.
- Week 4: Numerical practice on process and joint costing;

assessment: test (process accounts + theory on uniform costing) and a small project comparing two firms using uniform-costing data (hypothetical or published).

Unit 4 -

- Week 1: Cost records and ledgers; need and statutory aspects in cost accounting.
 - Week 2: Integral (integrated) system – meaning, ledgers used, entries, advantages.
 - Week 3: Non-integral system – separate cost and financial books, control accounts, reconciliation of profit; benefits and limitations of both systems.
 - Week 4: Comprehensive revision of all four units;
- assessment: viva or presentation on choice of costing system for a given industry.